



Navy Executive Safety Board (NESB) Flag Panel Meeting

**12 December
2006**



Agenda

- **WELCOME - VCNO/COMNAVSAFECEN**
- **INFORMATION BRIEF: SAILOR RISK REDUCTION INITIATIVES**
 - **Briefer: RADM MacDonald (OJAG)**
- **NESB DISCUSSION**
- **INFORMATION BRIEF: DSOC PMV TASK FORCE UPDATE**
 - **Briefer: MajGen Bice (USMC IG)**
- **INFORMATION BRIEF: OSSC UPDATE/TRAFFIC SAFETY**
 - **Briefer: Mr Spolnicki (OSSC)**
- **DISCUSSION TOPIC - PMV-MIR ENDORSEMENT PROCESS**
- **INFORMATION BRIEF: OSC UPDATE**
 - **Briefer: RADM Starling (OSC)**
- **INFORMATION BRIEFS: ORM**
 - **Briefers: CAPT Neubauer/ Mr Driggers (NAVSAFECEN)**
- **NESB DISCUSSION**
- **CLOSING - VCNO**





Sailor Risk Reduction Initiatives





Problem

- Private motor vehicle (PMV) crashes are the leading cause of non-combat-related death for sailors (84%)
- FY06 PMV fatalities:
 - 25% were alcohol-related
 - 35% involved motorcycles
 - 69% involved 18-25 yr. olds
 - 43% of E1-E3 incidents were btwn midnight & 3 am





Objective

- Develop a range of CONUS options, with legal analysis, to equip our Commanders with the tools needed to address the problem.





Types of Measures

- Preventive
 - Tools for reducing/avoiding incidents
 - Address valid military concerns across the command
- Accountability
 - Tools for responding to a specific incident
 - Individually tailored, reactive





Preventive Tools

- Phased Liberty Continuum
 - 1st 60-90 days: 2200 duty days/2400 non-DD
 - 2nd 60-90 days: 2400 duty days/0200 non-DD
- Bottle-to-Duty Limitations
 - No alcohol 8 hours before start of work
- Aggressive use of alcohol detection devices
 - detectors at gates/quarterdecks/a.m. quarters
- Travel limitations
 - Require driving plans & limit travel radius





Accountability Tools

- Shipmates-Protecting-Shipmates
 - Peer accountability for failing to intercede
 - Failure to take reasonable action = dereliction of duty
- Diversion Program
 - Sailor opts to modify liberty in lieu of adverse action
 - Successful completion erases blemish





Command Program

- Combine tools to create culture that values safety & responsible behavior
- Should be tailored to fit command's needs
- Must be tied to valid military purpose
 - Necessary to safeguard & protect morale, discipline, safety & usefulness of members of a command
 - Directly connected w/ maintenance of good order





Example

- Bottle-to-Duty Limitations on Drinking
- Aggressive Use of Alcohol Detectors
- Enforcement:
 - Increased shore patrol in town
 - Shipmates-Protecting-Shipmates
 - Sobriety checks at gates/quarterdecks/morning quarters
 - BAC \geq .04% presumed unfit for duty





Discussion Points

- We've proposed legally supportable and aggressive programs
- Other considerations
 - Impact on morale / recruiting / retention
 - Fiscal implications
 - Public reaction
- Legally permissible \neq sound policy





Private Motor Vehicle Task Force

Brief to Navy Executive Safety Board

Major General D. F. Bice

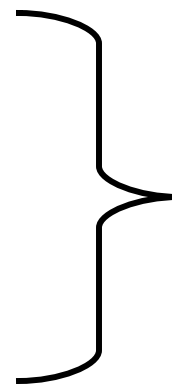
12 December 2006



Reducing PMV Fatalities

Countermeasures That Work* (NHTSA Jan 06 Report):

- Impaired Driving
- Seat Belt Use
- Aggressive Driving/Speeding
- Distracted & Fatigued Driving



Laws
High Viz Enforcement
Consequences
(Penalties)
Treatment (Alcohol)
Communication &
Outreach

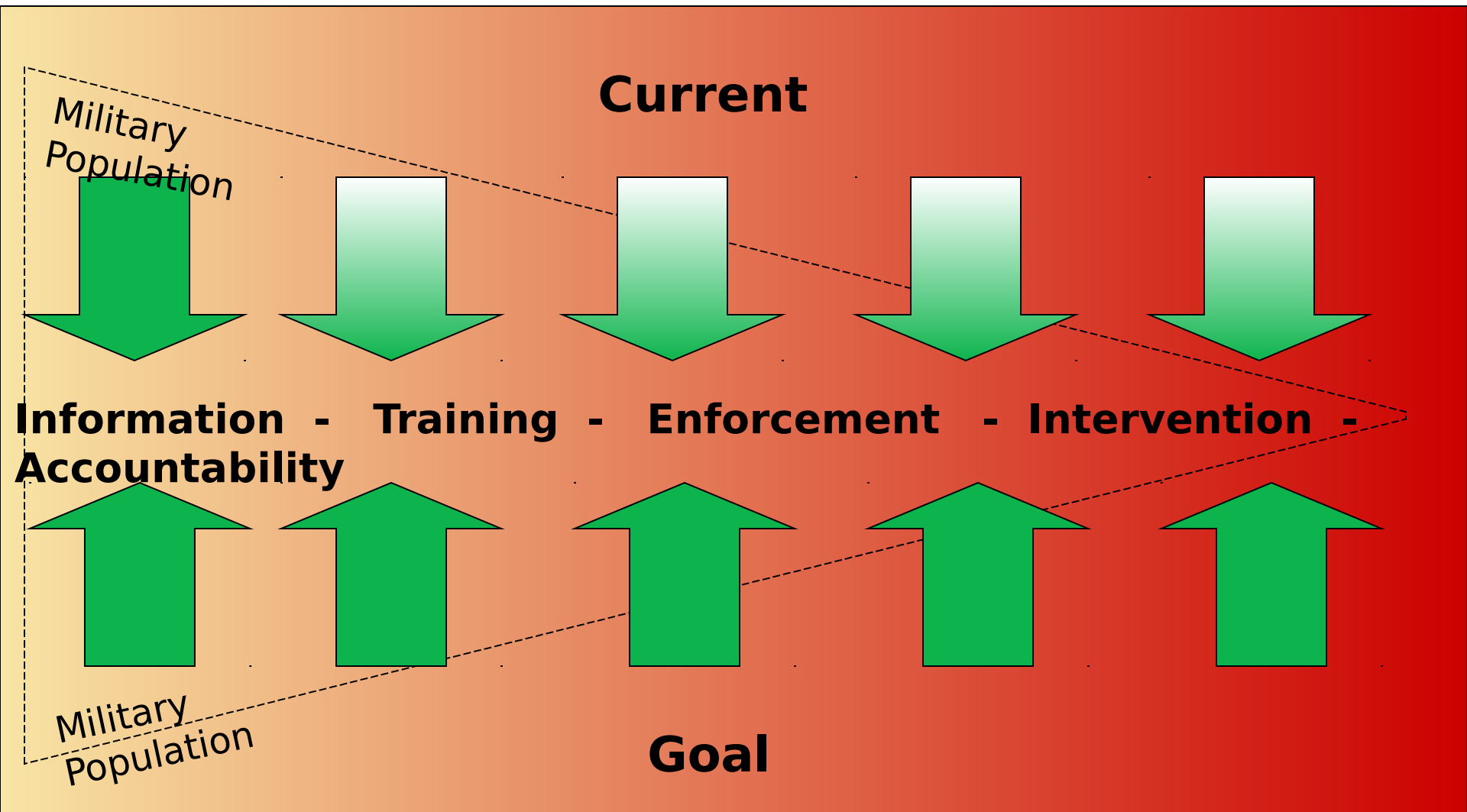
- **Motorcycle – Helmet Use**

Once a (state) has effective laws, high-viz enforcement, and substantial communications and outreach to support them, **critical factors are strong leadership, commitment to reduce. . . and adequate funding.**"

* Effectiveness measured by reduction in crashes, fatalities, and injuries

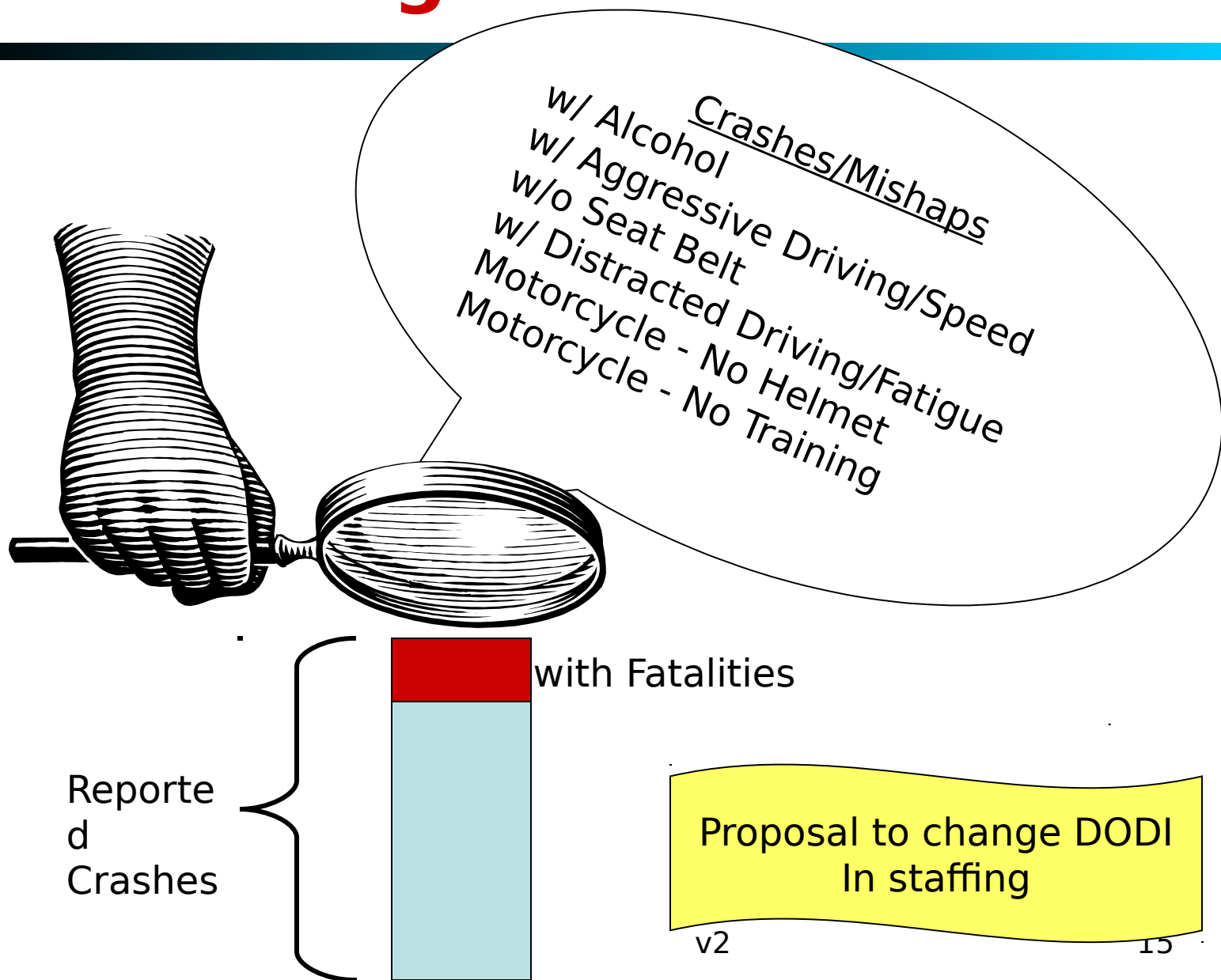


Influencing PMV Safety Spectrum





Leading Indicators





DoD Law Enforcement

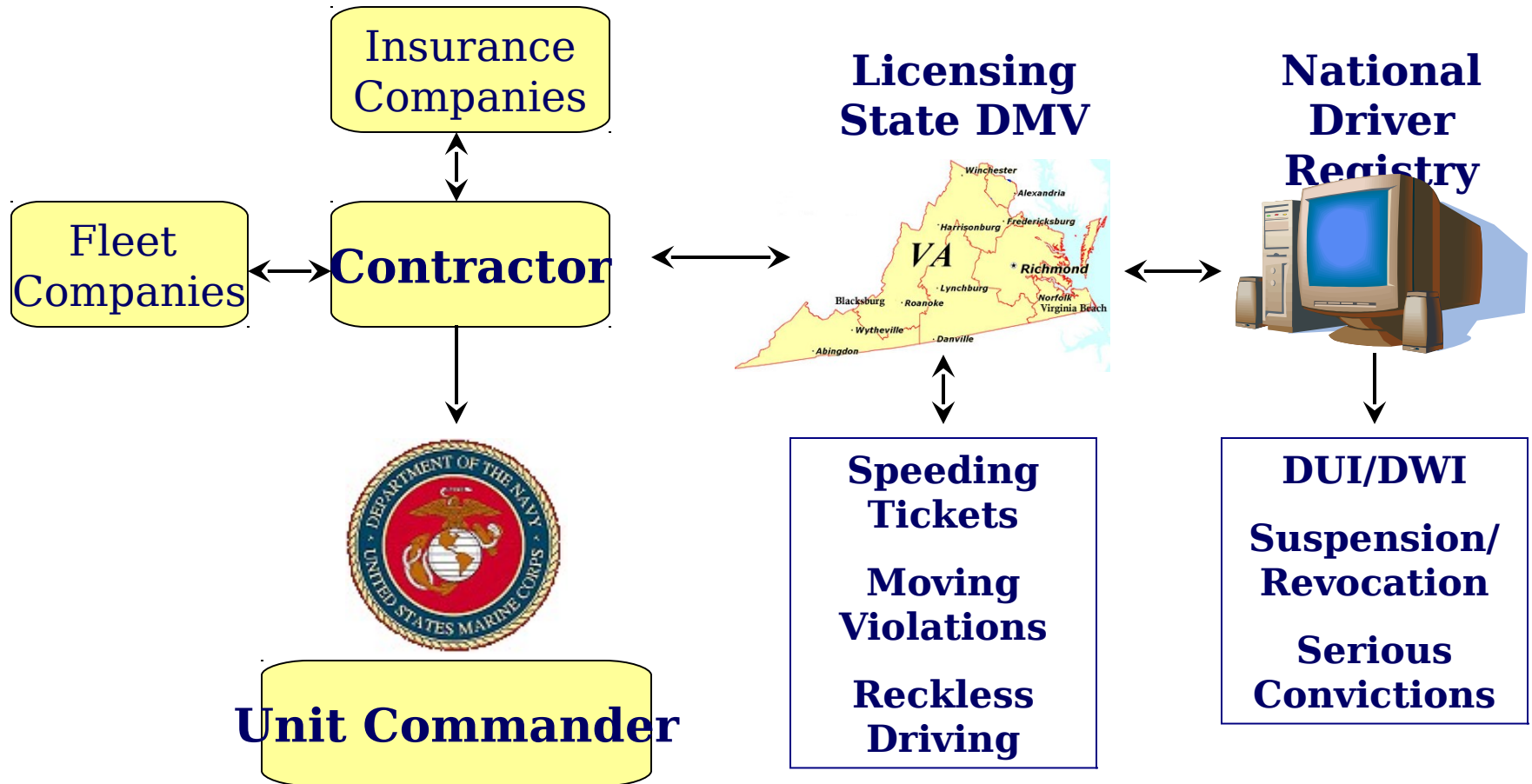
- Not consistent in notifying commanders of on-base tickets
- On-base tickets adjudicated differently across Services
- No uniform system in-place to notify other bases of driving suspensions or violations
 - DOD – NCIC/DIBR
 - Army – COPS
 - Air Force – SFMIS
 - Navy/MC – CLEOC (DONCJIS) & RMIS
- MOU's with surrounding communities are not consistent
- No uniform method to obtain state DMV driving records
 - PMV TF Initiative Under Development

Systems Are Not
“Joint”

PMV TF Initiative Under
Development to Make
Joint



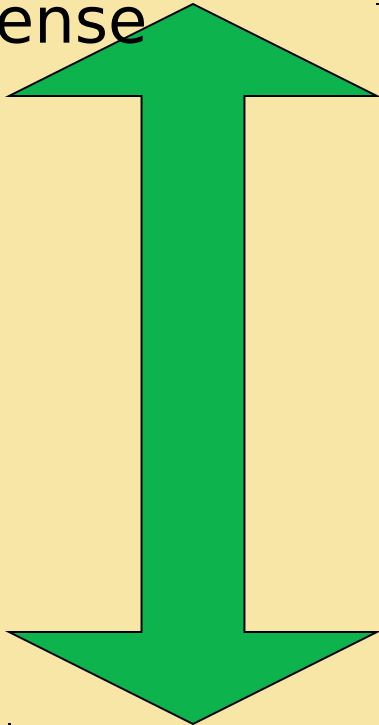
Proposed DMV Record Retrieval





Chain of Accountability

Secretary of
Defense



Service
Member

Resource

Programs

Policies

Command Safety
Readiness



Admin

ART 15

LOD

Promotion

Reenlistment



PMV TF Way Ahead

- Improve
 - Training
 - Enforcement
 - Intervention
 - Accountability
- Leading Indicators – Change to DODI In Staffing
- Develop Potential DSOC Initiatives
 - DoD Driver Info Sharing
 - DMV Record Retrieval
 - Safety Readiness Reporting System



Questions



Operations Safety Support Committee update



OSSC Focus Area Actions

TS/RODS

- Reviewed outcome of pilots for Root Cause Tools
- Finalized PMV-MIR Template
- Finalized PMV MIR protocol and endorsement process

OSH

- Evaluating Safety program to determine the most cost effective method of performing Safety functions
- Improving BOS Safety function alignments
- Implementing OSHA VPP at 10 Navy installations

Training (NETC)

- Revising PCO/PXO course-complete Jan 07
- Completed first draft of Navy Training System Training -complete Mar 07
- Developing web based Ergonomics training for employees, supervisors and safety professionals - complete Jun 07
- Stood up ORM Task Action Team

Data Management (NAVSAFECEN)

- Reviewing Safety management systems - complete 15 Jan 07
- Created systems collaboration website
- Standing up WG pending completion and recommendations from systems review



Root Cause Tools Evaluation

Objective Determine which tool can be used to identify **root**

Pilot 1: Investigation Template

- + Used by unit level investigator
- Asked open-ended questions
- Focused on data collection rather than the identification of root causes
- + Guided investigation and interviews
- + Required no additional cost

- **Selected as the unit investigation tool due to simplicity, data standardization, and minimal cost**

Pilot 2: REASON Software

- Needed to be used by trained investigator
- + Eliminated unnecessary questions
- Needed specific type of input for identification of root causes
- Led to inefficient information gathering
- Required software license and training costs



Investigation Template was revised, reorganized, and reformatted to focus on root cause

Investigation Processes

- **Root cause investigations required for Class A/B PMV mishaps**
 - Unit level to use PMV Mishap Investigation Report (MIR) template available on NSC website
 - PMV-MIR Protocol also available on NSC website for additional guidance
- **Echelon III/II Flag endorsement process required for Class A PMV mishap investigations**
 - Absorbs First Flag notification
 - Requires tracking of corrective actions
- **Next steps:**
 - Revise OPNAVINST 5102.1D
 - Continually evolve PMV-MIR Template based on feedback
 - Use PMV-MIR as baseline for developing ROD-MIR Template
 - Integrate root cause analysis into longer-term trend analyses



Traffic Safety (TS) Risk Management

- Developed risk model to determine TS program impact on service member behavior
 - Worked with NSC, Fleets, and Federal Agencies to establish risk model parameters and refine raw data
 - MCPOs validated the risk model and provided data points
- Analyze input to determine TS program elements with greatest likelihood of impact – complete early Jan 07
 - Use results to strategize and implement long-term changes to the TS program
- Map program elements to Human Factors Analysis and Classification System (HFACS) categories to determine potential gaps in TS program – complete early Jan 07



QUESTIONS



Discussion topic

- Endorsement chain for PMV-MIRs
 - Current draft of PMV NAVADMIN states:
“PMV Class A investigations shall be endorsed by mishap unit’s First Flag Officer followed by Echelon 3 and 2 Commanders. NAVSAFECEN shall provide the final endorsement.”
- Should Echelon 2 Commanders remain in the endorsement chain?





Operations Safety Committee Working Group Update



OSC Working Group Actions

Training WG Actions Complete

- Course Identification Number (CIN) assigned to ORM Applications & Integration (A & I) Course
- Assisting ORM WG and RTC to implement Time Critical ORM

Training WG Way Ahead

- ORM TaT established to review “sailor career path” for optimal ORM training integration points
- Standardize Safety Officer training across all Enterprises

Acquisition SSAB Action Complete

- Merged SSAB w/Acquisitions WG to eliminate redundancy
- Jet Noise Reduction Workshop

Acquisition SSAB Way Ahead

- Establish web-based repository for system safety guidance/info
- Provide guidance for system safety implementation
- Continue Jet Noise Reduction efforts



OSC Working Group Actions

Enterprise WG Actions

Complete

- Reviewed First Flag notification requirement
- Reviewed NSC Afloat Safety Survey process
- Developed common Safety Culture Workshops across Enterprises

Enterprise WG Way Ahead

- Review NSC Aviation Safety Survey process
- Develop Safety Readiness Indicator DRRS-N Feed for Fleet readiness
- Implement Safety Compliance Tracker across all Enterprises

ORM WG Actions Complete

- ORM fundamentals rebalanced from Deliberate to Time Critical
- ORM training needs assessed; A&I Courses reestablished
- ORM Models updated

ORM Way Ahead

- Implement Time Critical Training
- Unit ORM Assessments
- ORM implementation update msg



Fleet Emphasis on ORM

- Goals**
- Solid, lasting implementation of ORM Fleet-wide
 - Combine efforts with VCNO/NESB revitalization

Actions Complete

- ORM A&I incorporated in SWOS
- 46% increase in A&I Course quotas
- ORM 101 used in Unit Indoc
- Force re-emphasis; SURFOR/SUBFOR reset

Way Ahead

- Pressing ahead on ORM assessment process
- TYCOMs to address “within-the-lifelines” deficiencies
- A&I integration into Submarine Learning Center
- Incorporate Time Critical Training

• Cmdrs Conference bimonthly
brf Navy Executive Safety Board





ORM Way Ahead

The Implementation of Time-Critical ORM

**Briefing to:
Navy Executive Safety
Board
December 2006**

**James T. Driggers, EDS
Human Performance Center
jim.driggers@navy.mil**

Optimizing Naval Warfighting Performance



Purpose

“What we want at the end of the day is a Navy where members down to the deck-plates understand the principles of Risk Management and how to apply it in a natural way, a practical way, not necessarily a school-house application at this time. This has to be habit-forming when you enter into the service; and it isn’t like that.”

**Admiral Willard, VCNO
August 2006**



ORM Way Ahead

Results of discussion at NSC:

1. Drill deeper on barriers to ORM knowledge and use
2. Determine re-packaging of ORM message
3. Assist with developing assessment of organizational ORM performance
4. Visit other word-of-mouth exemplars to discover "lessons learned" (what works well)
5. Check the "ideal command" recipe
6. New accessions (cultural shaping) training of re-packaged
7. SL: Determine weighting for Phase 1 SL recommendations



Purpose and Approach

HPC Assistance was requested in the form of:

- #6 Identifying the essential/critical concepts which exemplify time-critical ORM.
- #2 Validate a corresponding mnemonic that will resonate with new accessions.



R6 ORM Process Levels

In-Depth

- Deliberate process involving formal testing and long term tracking of hazards.

Deliberate

- Application of the complete five step process. Used in planning an operation or event.

Time-Critical

- An “on the run” mental review. Used during the application phase of ORM.

..... is the normal level of ORM used during the execution phase of training or operations.



R6

Time-Critical ORM

Model Unit Concepts

- What am I doing / thinking of doing?
- What do I see?
- What are my options?
- What is my response?
- What should I do next?



R6

Time-Critical ORM

WHAT AM I DOING/THINKING OF DOING?

Goal/Mission

My job/my role in the process/evolution

Tools/resources available

WHAT DO I SEE?

What's normal/abnormal about this situation

Threat recognition/consequences

Acceptable risk

WHAT ARE MY OPTIONS?

Verify information

Identify potential solutions

Choose/select/recommend



R6 Time-Critical FORM

WHAT IS MY RESPONSE?

Communicate/inform – immediate/deliberate,
identify who/what/how (internal/external)

Take action

Acceptance/attitude – receptive (+/-), open (+/-),

Know your limits

Execute (just do it)

WHAT SHOULD I DO NEXT?

Evaluate (Are conditions better or worse?)

Monitor (Is risk reduced, are improvements
steady?)

Revisit (Is process improved in follow-on
evolutions?)



R2

Mnemonics

Methodology - Focus Groups

- Purpose – mnemonic validation
- 28 / 29 November
- 3 groups / 6 – 8 participants
- Non-rates only
- Representatives from Sub, Surface, and Aviation Communities



R2

Mnemonics

PRIDE

Prepare, **R**ecognize, **I**nvestigate, **D**ecide,
Evaluate

WHAM

What can hurt me or **W**hat is different? **H**ow can
I counter it? **A**ct, **M**onitor/Crosscheck

WHAT

What can hurt me or **W**hat is different? **H**ow can
I counter it? **A**ct, **T**ell Someone

DEAD

Decide, **E**valuate Options, **A**ct, **D**ecide



R2

Mnemonics

LIVE

Look, **I**dentify Options, **V**oice, **E**valuate

LIFE

Look, **I**dentify Options, **F**ollow Through, **E**valuate

ABCD

Assess Situation, **B**alance Resources,
Communicate, **D**ecide

Other Suggestions?



R2 Focus Group Results

Overall

- #1 ABCD
- #2 PRIDE
- #3 LIFE
- #4 WHAT
- #5 WHAM
- #6 LIVE
- #7 DEAD

Aviation

- #1 PRIDE
- #2 ABCD
- #3 LIVE

Surface

- #1 ABCD
- #2 PRIDE
- #3 LIVE

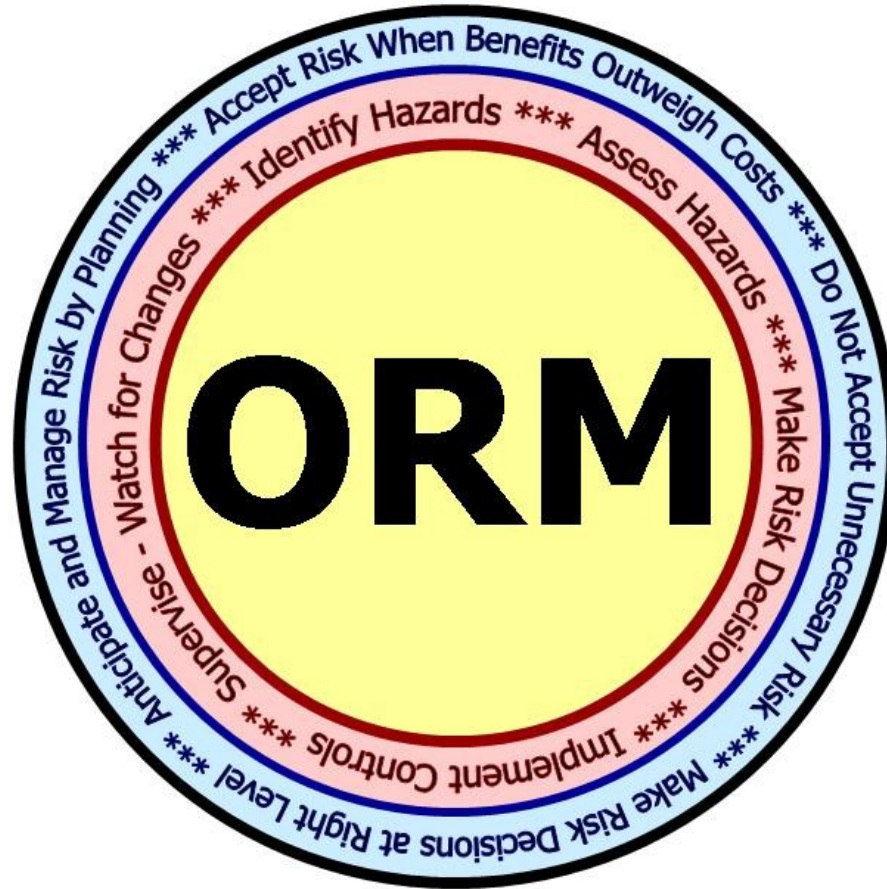
Submarine

- #1 ABCD
- #2 PRIDE
- #3 DEAD



ORM Way Ahead

Questions ?



Integration of Time Critical ORM into Navy Culture



Decision Brief

Subjects:

- Restructuring of the Navy's ORM Fundamentals to emphasize Time Critical Risk Management
- Proposed plan for introducing Time Critical ORM elements in Navy accession commands



Gap and Goals

HPC Identified Gap: Current training as designed and presented does not prepare personnel to apply ORM to the desired level of implementation

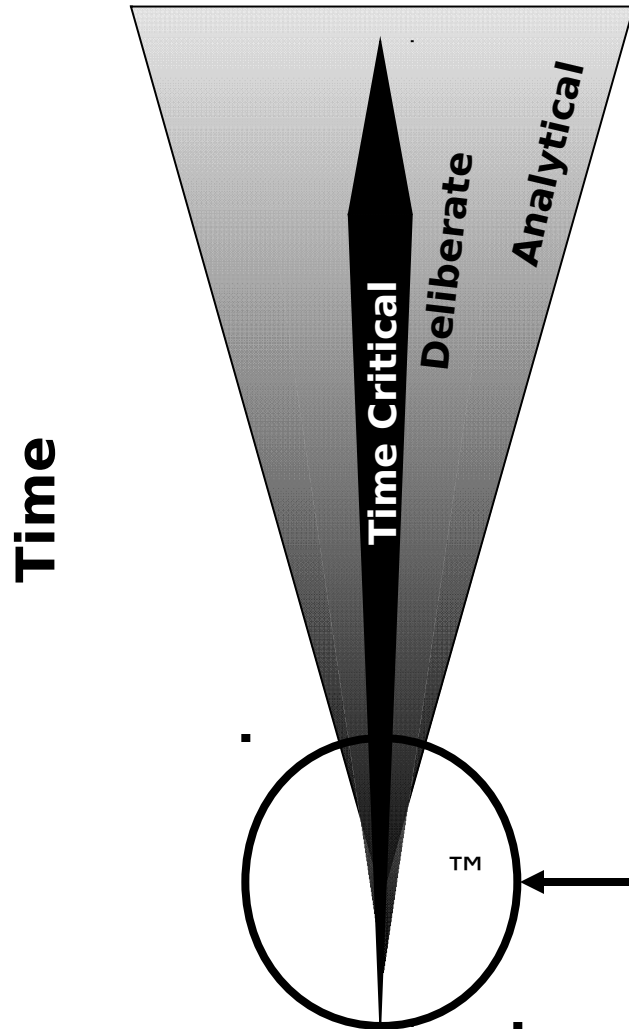
Goals:

- Plant ORM cultural seeds in the accession pipelines
- Train those who will execute Navy operations the skills to manage risk in execution
- Give Navy personnel a skill set that can be used to manage risk in off-duty activities
- Adopt a standard Time Critical ORM process, a skill set that supports the process, and an easy to recall trigger for process use
- Ensure standard meets Navy and USMC needs



Decision Making Styles

Criticality, People, Tools



Decisions will be impacted by:

- Available time
- Criticality of the decision
- Number of people involved
- Available tools & sources of information
- Decision making bias

Execution Phase (*Typically where junior personnel live and work*)

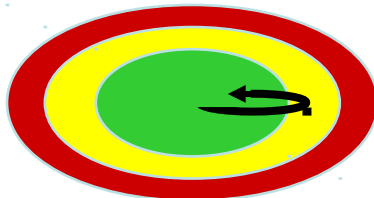


Time Critical Risk Management Elements

Process and Mnemonic

- A** - Assess (your situation, your potential for error)
- B** - Balance Resources (to prevent and trap errors)
- C** - Communicate (risks and intentions)
- D** - Do & Debrief (take action and monitor for change)

Risk Assessment



- **Green:** Errors may occur, but they will be caught
- **Yellow:** Errors may occur, but they may not be caught and may become cumulative
- **Red:** Errors will occur that are not caught

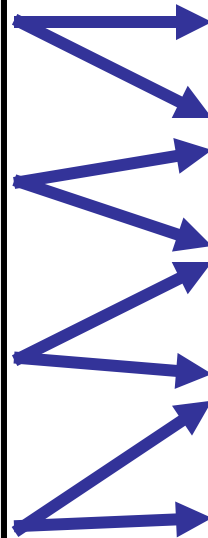
Supporting Skills

- **Situational Awareness**
 - I know my environment
 - I can see changes
- **Mission Analysis**
 - I can assess the changes
 - I can see how they affect my job/mission
- **Adaptability/Flexibility**
 - The plan is flexible and we can adapt to changes
- **Decision Making**
 - We have enough information, time and a good plan of action, or we need help
- **Assertiveness**
 - I have confidence in myself, my team, and my leadership to bring new threats to their attention
- **Communication**
 - I need to let my teammates or others involved know what I know
- **Leadership**
 - My leaders accept my plan for

Time Critical and Deliberate

Time Critical Process and Mnemonic

- A** - Assess (your situation, your potential for error)
- B** - Balance Resources (to prevent and trap errors)
- C** - Communicate (risks and intentions)
- D** - Do and Debrief (take action and monitor for change)



5-Step Deliberate Process

- 1. Identify Hazards**
- 2. Assess Hazards**
- 3. Make Risk Decisions**
- 4. Implement Controls**
- 5. Supervise (watch for changes)**

Proposed Initial Implementation Plan

- Adapt successful industry model for Navy use
- Implement at RTC Great Lakes and 'A' Schools
- Modify "ORM 101" as immersion training method for current Fleet Sailors
- Modify current ORM Learning Continuum to include revised ORM Fundamentals



Stakeholders

- OPNAV
 - Naval Safety Center (ORM Model Manager)
 - Human Performance Center
- NETC
 - NPDC
 - CNL (Instructor and Leadership Training)
 - CPPD (ORM A&I sponsor, Off-Duty Risk Management)
 - NSTC (NETC Lead for ORM TAT)
 - RTC (Recruit Training Controls recruit training, RDCs)



Great Lakes Initiative for New Fundamentals

Proposed Actions

1. Modify time critical decision making elements of MV-22 training system for Navy accession command adoption.
2. ID a target recruit division for initial test (Feb/Mar time frame)
3. ID and train the RDCs and core instructors (swim, pistol, others) for training in behavior modeling and technique reinforcement
4. Deliver new fundamentals training to the recruit division
5. RDCs and Instructors evaluate, refine, and reinforce initial training at periodic stages of Boot Camp
6. Follow the division recruits through boot camp to watch for change in decision making and team skills



Requested Decisions

1. *Approve/Disapprove:* Restructure of the Navy's ORM Fundamentals to emphasize Time Critical Risk Management

If Approved:

2. *Approve/Disapprove:* Go forward with refinement and execution of the proposed plan for introducing Time Critical ORM elements in Navy accession commands



NESB Discussion



Closing Comments

